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January 30, 1950

DEPARTMENT OF STATE

**RETAIN OR DESTROY**

OFFICE OF PUBLIC AFFAIRS                    INFORMATION MEMORANDUM NO. 72

While this memorandum itself is not for release, officers participating in public liaison through speeches or background talks may find this material useful in answering questions.

REORGANIZATION OF THE STATE DEPARTMENT

1. On January 20 the present Secretary of State completed one year of his encumbency. In view of the tremendous and difficult problems in international relations which have faced the Secretary, it may have escaped the attention of many people that this year has also seen an almost complete reorganization of the Department of State.
2. As former Vice Chairman of the Hoover Commission, Secretary Acheson lost no time in putting into effect the major recommendations made by that Commission. The Department of State was the first government agency to move ahead on the Commission's recommendations. The recommendation of the Commission that the personnel of the Department and the Foreign Service be amalgamated over a period of years is now being studied by a distinguished group appointed by the Secretary of State.
3. The American public has traditionally been almost as much interested in the State Department as an institution as it has in the many elements comprising our foreign policy. Apart from those members of the public who have taken a semi-humorous view of what they consider the peculiarities of diplomatic life, there has been a deep and abiding interest on the part of a large number of people who are deeply concerned that the complexities of our foreign policy be in the hands of an agency well organized to carry out its vital responsibilities.
4. The public has also been increasingly concerned that the Department of State keep in close touch with the realities of American life so that in carrying out its responsibilities it will truly represent the American people.

State Department review completed

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5. The reorganization of the Department was undertaken with two purposes in mind: (a) to set up as efficient a machine as possible to carry out U.S. responsibilities in the formulation and execution of foreign policy, and (b) to emphasize the Department's work with Congress, the press, and the public at large so that it will in truth serve as a projection of the American will.

6. This reorganization is the result of not just the Hoover Commission report but of a number of intensive studies dating back to 1944 that have been carried on in the Department. Carrying out of these recommendations was done in a practical fashion through the creation of working groups which studied each problem carefully, and came up with the most efficient and practicable methods of operation.

7. In carrying out the reorganization, perhaps the principle aim was to abolish the "horizontal" growth of the Department which was an unavoidable aftermath of the absorption of numerous war agencies. Because of this sudden and extensive growth there were many duplicating and overlapping functions in the Department, so much so that one newspaper wit once described the Department as a "loose confederation of hostile tribes". The new plan has a vertical organization which insures a direct chain of command from the top down to operation units of the Department.

8. The principal elements of the Departmental organization are as follows:

a. Vesting of Full Authority in the Secretary of State  
The Secretary of State was given full authority over the direction of the Department and the Foreign Service. The provisions of law which had vested authority in subordinate officials of the Department of State were amended and such authority was vested in the Secretary.

b. Additional Assistance to the Secretary and the Under Secretary

To relieve the Secretary and the Under Secretary of much of the burdensome detail with which they were formerly encumbered, additional high-grade assistants have been added and coordinative devices strengthened. Two Deputy Under Secretaries, one for substantive matters and one for administrative matters, were appointed. An Ambassador-at-Large was appointed to represent the

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Secretary in many important negotiations and international conferences. The Executive Secretariat, a device used for the orderly flow of communications to and from the Office of the Secretary and the Under Secretary, was strengthened and the Policy Planning Staff was designated for the development of long-range plans for the achievement of foreign policy objectives.

c. Regional Bureaus and the Bureau of United Nations Affairs

Five regional bureaus and one Bureau of United Nations Affairs have been established as the focal points of contact between the Department and the overseas and international organization missions in both substantive and administrative matters. All but one of the bureaus is under the direction of an Assistant Secretary. Within each of the regional bureaus are specialists in political, economic, informational, and foreign post-management matters. The policy developed by each of the bureaus relative to a particular region, country or international organization is made within the framework of the policy developed in the functional offices.

d. Functional Offices

The functional offices are organized on a subject matter, rather than geographic, basis and develop world-wide policy on various economic, informational, and administrative matters. They have responsibility for action on matters of a multilateral nature and furnish staff assistance and advice to the regional bureaus on matters involving a single region or country.

e. Public Affairs Area

The position of General Manager has been established to direct the Overseas Information and Educational Exchange Programs, under the Assistant Secretary for Public Affairs, thereby relieving the Assistant Secretary of the responsibility for detailed program management.

f. Re-creation of the Post of Assistant Secretary for Congressional Relations

The position of Assistant Secretary for Congressional Relations was re-created to provide a coordinated program of Departmental-Congressional relations.

g. Foreign Service and Departmental Personnel Systems  
Steps have been taken toward better relationships between the Foreign Service and Departmental personnel systems.

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The administrative offices in Washington of the Foreign Service and the Department have been integrated into one administration area encompassing budget, management planning, general services, fiscal operations, etc. A program to exchange personnel between the Department and the Field has been developed. A thorough study of the problem of amalgamation of the two personnel systems has been made and an advisory committee of prominent citizens appointed, which will make recommendations to the Secretary of State regarding amalgamation, including the basic policies which should govern a combined service.

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19 January 1950

MEMORANDUM FOR: Executive  
Director

We are informed today that Mr. Armstrong's new title  
is Special Assistant, Intelligence.

Heretofore his office has been designated "R" for Research and only two of his dozen divisions have had the word "Intelligence" in their titles. Maybe this change indicates a new State direction in support of State's position in The Four Problems and that the rest of the State Department is at last taking the Armstrong section really into its fold as something more than a research organization.



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PRESCOTT CHILDS, Chief  
Coordination, Operations  
and Policy Staff